

MIDDLESEX-LONDON BOARD OF HEALTH

REPORT NO. 53-24

TO: Chair and Members of the Board of Health
FROM: Dr. Alexander Summers, Medical Officer of Health
Emily Williams, Chief Executive Officer
DATE: 2024 July 18

Q1 2024 ORGANIZATIONAL PERFORMANCE REPORTING

Recommendation

It is recommended that the Board of Health receive Report No. 53-24 re: “Q1 2024 Organizational Performance Reporting” for information.

Report Highlights

- A core process of MLHU’s new Management Operating System is the Organizational Performance Management system, which includes quarterly performance reporting to the Board of Health.
- The initial cycle of quarterly performance reporting occurred for Q1 2024 and involved the Family and Community Health and Environmental Health, Infectious Diseases and Clinical Services divisions.
- Quarterly reporting will be expanded in Q2 2024 to include the Corporate Services and Public Health Foundations divisions.
- A summary report is affixed as [Appendix A](#).

Background

The Management Operating System (MOS) is the administrative governance system by which MLHU is directed and managed. It is an integrated system that describes the structure and processes for decision making and accountability that guide behaviour. This framework ensures consistent quality in meeting organizational goals. The MLHU recently launched the MOS and is continuing to on-board additional components and processes.

A core process of MLHU’s new MOS is the Organizational Performance Management (OPM) system. The OPM system is intended to help all levels of leadership, including the Board of Health, monitor interventions and programs, clarify what we do and know we do it well, while identifying risks and creating timely solutions. The OPM system provides a structure to enable accountability and excellence in the agency, and to ensure ongoing learning and improvement.

The OPM system aims to create a culture where staff want to learn and improve overall organizational performance and the quality of services delivered, with a focus on communication and creating space for interaction and effective dialogue. To enable this, the MLHU strives to be a learning organization, and supports a culture of learning and improvement.

The OPM system includes quarterly performance reporting to the Board of Health. The quarterly report provides a summary of performance across multiple domains, including public health programs, finance, human resources, risk, client and community confidence, and employee engagement and learning. The report is intended to facilitate strategic discussions and decisions and assist the Board in monitoring the agency's performance within the expectations of the Ontario Public Health Standards.

The initial cycle of quarterly performance reporting occurred for Q1 2024 and involved the Family and Community Health and Environmental Health, Infectious Diseases and Clinical Services divisions.

Q1 2024 Organizational Performance Report to the Board of Health

A summary report of MLHU's Q1 2024 organizational performance can be found in [Appendix A](#). Much of the work of the agency in Q1 was impacted by the implementation of organizational restructuring, required to meet a significant budget shortfall. The associated churn resulted in reduced capacity for service provision in some cases, as well as significant stress for staff, as noted in the attached. Two other high-level drivers impacting first quarter results include:

- Impacts of a growing population in Middlesex-London that are felt across multiple programs as demand for service increases
- Insufficient funding requiring continuous prioritization of programs and services

Next Steps

Quarterly organizational performance reporting will be expanded in Q2 2024 to include the Corporate Services and Public Health Foundations divisions. Additional refinement of the report is anticipated, including the development and adoption of key performance indicators and the further integration of pre-existing quarterly reports (i.e. finance, occupational health and safety, risk, etc.).

This report was written by the Medical Officer of Health and Chief Executive Officer.



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This report refers to the following principle(s) set out in Policy G-490, Appendix A:

- The organization requirements in the Public Health Accountability Framework outlined in the [Ontario Public Health Standards: Requirements for Programs, Services and Accountability](#).
- The following goal or direction from the [Middlesex-London Health Unit's Strategic Plan](#):
 - Our public health programs are effective, grounded in evidence and equity
 - We make effective decisions, and we do what we say we are going to do

This topic has been reviewed to be in alignment with goals under the Middlesex-London Health Unit's [Anti-Black Racism Plan](#) and [Taking Action for Reconciliation](#), specifically the broad sets of recommendations related to governance and accountability in both plans.